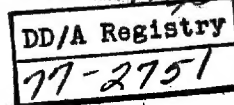


The Director  
Central Intelligence Agency

Approved For Release 2001/11/20 : CIA-RDP80-00473A000800010019-7



Washington, D. C. 20505



19 May 1977

Dear Harlan:

We are grateful to you for your thoughtful discussion, as CIA Guest Speaker on 10 May, of "The Ethics of Public Service in Foreign Affairs." It was a carefully considered presentation, based on the experiences of a remarkable career, and gave us an excellent perspective for our efforts to explore ethical issues facing intelligence. We appreciated especially your suggested criteria for examining problems of secrecy and your graphic reminders of the need for a sense of personal responsibility toward all of our official actions.

Yours was the broadest airing yet of this subject within the Intelligence Community. I personally look forward to a constructive result and thank you for your forthright remarks to us.



STANSFIELD TURNER

The Honorable Harlan Cleveland  
Director, Program in International Affairs  
The Aspen Institute for Humanistic Studies  
Princeton, New Jersey 08450

*P.S. Many thanks for your letter & enclosure  
which just arrived - all sent to the article to good advantage*

STATINTL

Honorable Harlan Cleveland, Director, Program in International  
Affairs, The Aspen Institute for Humanistic Studies,  
Princeton, New Jersey 08540

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DATE: 13 MAY 1977

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SUGGESTED INTRODUCTION OF AMBASSADOR HARLAN CLEVELAND

Good afternoon. As Director of Central Intelligence, I want to welcome you to this CIA Guest Speaker Program. I especially want to welcome those of you who come from other agencies of the Intelligence Community. We are always pleased to have you participate in this program.

Today we have invited a distinguished citizen to discuss with us a matter of great importance to each of us and to this Agency and Community as well. Each of us faces daily the question of applying ethical values to his work and to his daily life, but we tend to treat this as a private matter. Recent events have led those of us who are concerned with the management of intelligence to ask whether we should, as a group, give more public and concerted attention to this question--to air the criteria that should govern our actions, exchange views about them, and try to establish some guiding principles for the long term. The Office of Training has already organized a number of seminars to consider how we may establish, in this Agency, a climate that will encourage challenging the propriety of our activities and policies if they need challenging and to open up adequate channels for dissent from within.

Our CIA Guest Speaker today is well equipped to help us in the effort to establish ethical standards for our work.

He has directed large governmental enterprises; he has served as an Ambassador; he has been Dean of a famous school concerned with public service; and he has been President of a University that has prepared many of its students for foreign affairs. He knows well the problems of managers dealing with complex organizations, and he has tried to look at these problems with an overriding concern for ethical standards.

I am happy to welcome to this platform The Honorable Harlan Cleveland who will discuss "The Ethics of Public Service in Foreign Affairs." A fellow Rhodes scholar, Ambassador Cleveland in his twenties directed a \$650,000,000 program of the United Nations Reconstruction and Rehabilitation Administration in post-World War II China. He managed the fourth and final year of the Marshall Plan in Europe. After a number of years in the post-war period as Editor and Publisher of the Reporter magazine, he became Dean of Syracuse University's Maxwell Graduate School of Citizenship and Public Affairs. There he undertook a major project on the education and training of Americans for service abroad and was principal author of a book entitled The Overseas Americans. President Kennedy appointed him Assistant Secretary of State for International Organization Affairs, where he was intimately involved in the development of United Nations peacekeeping arrangements; and he served President Johnson as Ambassador

to the North Atlantic Treaty Organization (NATO). A striking fact about his career is that, at the conclusion of each major phase of his life, he wrote a book to record or reflect upon his experiences. Two of these, written in 1962, with Harold Lasswell, were Ethics and Bigness and The Ethic of Power.

Ambassador Cleveland was President of the University of Hawaii from 1969-1974. He joined the Aspen Institute for Humanistic Studies in the latter year and is now with that Institute as Director of its Program in International Affairs.

Ambassador Cleveland, we welcome you to CIA, and we look forward to your contributions to our thinking about questions of ethics as they apply to the intelligence business and to the individual engaged in public service in foreign affairs.

Ambassador Cleveland has kindly agreed to answer questions at the conclusion of his remarks.

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Cleveland

THE PROGRAM DIRECTOR

HARLAN CLEVELAND, whose appointment as Director of the Aspen Program in International Affairs was effective on September 1st, 1974, has woven together multiple careers as public executive, diplomat, educator and author on public administration and U.S. foreign policy.

Born in New York City in 1918, and schooled partly in Europe, Mr. Cleveland graduated as an honor student from Princeton University in 1938 and attended Oxford University as a Rhodes Scholar. His graduate work there was interrupted by the Second World War and he migrated to New Deal Washington, starting as an intern in the office of Senator Robert M. LaFollette, Jr., training in the U.S. Department of Agriculture, and rising rapidly in the wartime economic agencies until he was assigned in 1944, at age 26, to manage the economic programs of the Allied Control Commission in Italy. Remaining in Rome after the War with the United Nations Relief and Rehabilitation Administration, he was transferred to Shanghai in 1947, still in his twenties, to be Director of UNRRA's \$650,000,000 China Program, supervising a staff of 4,000 scattered all over China in the midst of a civil war. "That's the way to learn about public administration in a hurry," he once remarked.

Returning to Washington, Mr. Cleveland became Director of the U.S. China Aid Program in 1948, and was thereafter assigned by Paul G. Hoffman, then Administrator of the Economic Cooperation Administration, to build new economic aid programs in six other East Asian countries. It was during this period that he first used in a speech title the phrase "Revolution of Rising Expectations" which is attributed to him in Bartlett's Familiar Quotations. By 1952 he was back in Atlantic politics, managing the fourth and final year of the Marshall Plan as Assistant Director for Europe in the U.S. Mutual Security Agency.

In 1953, Harlan Cleveland left Washington for New York, to become Executive Editor, and later also Publisher, of The Reporter, a fortnightly "magazine of facts and ideas" which built its circulation from 55,000 to 170,000 during his time. In 1956 he was chosen to succeed Paul Appleby as Dean of Syracuse University's Maxwell Graduate School of Citizenship and Public Affairs. At Syracuse he undertook a major Carnegie-sponsored project on the education and training of Americans for service abroad, and was principal author of the landmark book, The Overseas Americans (1960). He was active in the Conference on Science, Philosophy and Religion, and co-edited with Harold Lasswell of Yale University two books, Ethics and Bigness and The Ethic of Power (both 1962).

Mr. Cleveland had meanwhile been active in New York State politics, attended the 1960 Democratic Convention in Los Angeles as a delegate, and served as Chairman of Citizens for Kennedy for the Central New York area. In early 1961 President John F. Kennedy brought him back to Washington as Assistant Secretary of State for International Organization Affairs.

In this position for nearly five years, Mr. Cleveland worked closely with Adlai Stevenson, then U.S. Ambassador to the United Nations; participated as an adviser to Secretary of State Dean Rusk and Presidents Kennedy and Johnson in every peace-and-security crisis during 1961-65, helped invent and bring into being U.N. peacekeeping arrangements in Africa, Southeast Asia, the Middle East and the Caribbean, and played a role in the development of such global technological institutions as the World Food Program and the World Weather Watch. In 1965, he served as Chairman of the Cabinet Committee on International Cooperation Year. These experiences led to his book about new forms of international cooperation, The Obligations of Power (1966).

In 1965, President Lyndon Johnson assigned Mr. Cleveland to Paris as U.S. Ambassador to NATO and American representative on the North Atlantic Council, the political board of directors of the Alliance. Describing this assignment as the best in the Federal service -- "I'm 3,000 miles from the White House and 10,000 miles from Vietnam" -- Ambassador Cleveland was a leader in converting the Alliance from a primarily military organization to an active Western caucus on how to make peace with the Soviet Union. He also led the allies into important innovations such as the launching of a NATO communications satellite for quick political consultation and military command and control. From this exposure to operational diplomacy he once again derived a book -- NATO: The Transatlantic Bargain (1970), a general theory of international consultation using NATO's "self-renewal" as a case study.

As President of the University of Hawaii from 1969 to 1974, Harlan Cleveland managed a state-wide system of public higher education which during his last semester served 51,400 students on nine campuses; one out of every sixteen persons in the State of Hawaii was thus a university student. Under his leadership a new School of Law was planned, authorized and began its first class; and Hawaii's two-year School of Medicine was raised to a full four-year M.D. program. President Cleveland focussed special attention and resources on the development of strong community colleges and on ocean-related programs, astronomy and high-energy physics, East-West cultural interchange, Pacific and Asian studies and Oriental languages; one-third of the nation's credit-hours in Oriental languages are taught at the University of Hawaii.

Mr. Cleveland's continuing professional fascination with administrative complexity was reflected in a 1972 book The Future Executive, which is still widely used in business and public-service executive training programs.



Since 1974 Harlan Cleveland has directed the Aspen Institute Program in International Affairs, one of seven "thought-leading-to-action programs" of the Aspen Institute for Humanistic Studies. He has focussed the efforts of that program on analysis of three critical problems confronting the world today -- the global fairness revolution, the control of nuclear weapons and the capacity of Americans to adapt their institutions to the demands of an interdependent world. The Program has hosted a number of workshops bringing together many of the best minds in these fields, providing a forum for creative thinking and integrative writing. Under Mr. Cleveland's guidance, landmark studies on the new international economic order -- "The Planetary Bargain" and an analytical study of "Human Requirements" by John and Magda McLale -- a series on Coping with Interdependence and several papers on arms control have been published by the Institute.

During 1975 and 1976 he has continued to interlace service in the private and public sectors with his role as author. He authored one of the early studies on the energy issue (World Energy and U.S. Leadership, published by the Atlantic Council in January 1975); helped in the formation of private organizations, including Global Perspectives in Education, Inc., and the foreign-policy citizens' lobby New Directions; chaired a Committee of the National Academy of Sciences on Remote Sensing for Development (its report will be released in March 1977); directed a study on the Future of the Peace Corps for the government volunteer agency ACTION, and maintained a lively interest in European affairs and world security, as Chairman of the Atlantic Council's Security Working Group which published "Detente: The Continuation of Tension by Other Means" and "What is the Soviet Navy Up To?" in 1976. In October 1975 he returned to China after 27 years, as a member of the World Affairs delegation. His log of that trip appeared in 1976 as China Diary.

Harlan Cleveland also worked during 1976 with the Bicentennial Era Program of the World Affairs Council of Philadelphia, helping organize a series of national citizen assemblies to consider "A Declaration of INTERdependence" and writing a book, The Third Try at World Order: U.S. Policy for an Interdependent World, published in February 1977.

Mr. Cleveland was married in 1941 to Lois Burton of Salem, Oregon. They have three children, Carol Zoe (Mrs. Robert F. Palmer), Anne Moore (Mrs. Jan H. Kalicki), and Alan Thorburn. He has been awarded 16 honorary degrees, Princeton University's Woodrow Wilson Award, and the U.S. Medal of Freedom.

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## ROUTING AND RECORD

(13)

SUBJECT: (Optional)

DCI Introduction of Ambassador Harlan Cleveland, CIA Guest Speaker

Executive Registry

FROM: Director of Training

EXTENSION

NO.

DATE

STATINTL

9 May 1977

TO: (Officer designation, room number, and building)

DATE

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. EO/DDA

5/9/77

Re: CIA Guest Speaker Program -  
Ambassador Harlan Cleveland -  
Tuesday, 10 May 1977.

2.

1. As requested, we have asked  
Ambassador Cleveland to be here  
to meet with the DCI at 1445.  
I plan to escort him to the DCI's  
office.

4.

2. Attached is a suggested  
introduction of Ambassador  
Cleveland for the DCI's use.  
A copy of the biography Ambassador  
Cleveland supplied the Agency  
is also attached.

5.

6.

7.

3. I will escort the DCI and  
Ambassador Cleveland to the  
Auditorium.

8.

9.

4. The lecture begins at 1500  
and will last through the question  
period, until about 1625.  
Ambassador Cleveland will be  
informed of the cut-off time.

10.

11.

5. We plan to videotape  
Ambassador Cleveland for use in  
our training courses and have  
his approval. This will involve  
videotaping the DCI's introduction.

12.

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13.

14.

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USE PREVIOUS  
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27 APR 1977

MEMORANDUM FOR: Director of Central Intelligence

FROM: John F. Blake  
Deputy Director for Administration

SUBJECT: Introduction of The Honorable Harlan Cleveland - CIA Guest Speaker on  
10 May 1977

1. Action requested: It is requested that you introduce the CIA Guest Speaker, Ambassador Harlan Cleveland, on 10 May 1977, at 3 p.m. in the Headquarters Auditorium.

2. Background: The CIA Guest Speaker on Tuesday, 10 May 1977, will be Ambassador Harlan Cleveland, Director of the Program in International Affairs of the Aspen Institute, who will speak on "The Ethics of Public Service in Foreign Affairs." Mr. Cleveland was U.S. Ambassador to NATO under President Johnson and President of the University of Hawaii from 1969-1974. He is also a former Dean of Syracuse University's Maxwell Graduate School of Citizenship and Public Affairs. He has written and lectured on the subject of ethics. A biography of Ambassador Cleveland and a copy of our invitation to him are attached.

3. Recommendation: It is recommended that you introduce Ambassador Cleveland at the CIA Guest Speaker Program. Your association with this first major presentation to a CIA and Intelligence Community audience on the subject of ethics in public affairs will indicate your interest in the question and help encourage our efforts to stimulate discussion within the Agency concerning it.

/s/ John F. Blake

John F. Blake

Attachments:

- 1 - Biography of Ambassador Cleveland
- 2 - Copy of Invitation

REGISTRY FILE

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**Remarks:**

Ambassador Harlan Cleveland is going to appear on the CIA Guest Speaker program 10 May to speak on "Ethics of Public Service in Foreign Affairs." Blake is asking you to introduce him.

This topic appears to be so in keeping with what I understand to be your efforts to improve the standards and public perception of the intelligence community, that I suggest consideration be given to additional ways to publicize Cleveland's remarks if he agrees. At least a new release could be issued, or we might publish a pamphlet with his remarks and questions and answers.

FOLD HERE TO RETURN TO SENDER

DATE

29 April 77

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